



## **PROVO MUNICIPAL COUNCIL**

### **Work Meeting**

1:30 PM, Tuesday, July 05, 2016  
Room 310, City Conference Room  
351 West Center

### **Agenda**

#### **Roll Call**

#### **Opening Prayer**

#### **Council Business: Outcomes and Ends Policies**

1. A discussion on the proposed Keeping of Swine ordinance. (16-084)

#### **Mayor's Items and Reports**

2. A discussion on the Parkway Plaza Potential Redevelopment Area. (16-087)
3. The funding of utility and infrastructure improvements at the Provo Municipal Airport for Duncan Aviation. (16-085)

#### **Council Executive Director's Items and Reports**

4. A discussion on updating the explanatory text for the 2016 Council Priorities. (16-015)
5. A discussion on Council Committees.(16-088)
6. A status update on commercial trampoline gym facilities. (16-089)

#### **Closed Meeting**

Informal discussion may be held in the Council Conference Room between 4:30 pm and 5:30 pm.

#### **Adjournment**

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Materials and Agenda: <http://publicdocuments.provo.org/sirepub/meet.aspx>

Council Blog: <http://provocitycouncil.blogspot.com/>

If you have a comment regarding items on the agenda, please email or write to Council Members. Their contact information is listed on the Provo website at:

<http://provo.org/government/city-council/meet-the-council>

The next scheduled Regular Council Meeting will be held on 07/14/2016 at 5:30 PM in the Council Chambers, 351 West Center Street, Provo, unless otherwise noticed. The Work Session meeting start times is to be determined and will be noticed at least 24 hours prior to the meeting time, but typically begins between 1:00 and 4:00pm.

#### **Notice of Compliance with the Americans with Disabilities Act (ADA)**

In compliance with the Americans with Disabilities Act, individuals needing special accommodations (including auxiliary communicative aides and services) during this meeting are invited to notify the Provo Council Office at 351 W. Center, Provo, Utah 84601, phone: (801) 852-6120 or email [ljorgensen@provo.utah.gov](mailto:ljorgensen@provo.utah.gov) at least three working days prior to the meeting. The meeting room in Provo City Center is fully accessible via the south parking garage access to the elevator. The Council Meeting is also broadcast live Provo Channel 17 at <https://www.youtube.com/user/ProvoChannel17>. For access to past Work and Council Meetings, go to playlists on <https://www.youtube.com/user/ProvoChannel17>.

#### **Notice of Compliance with Public Noticing Regulations**

This meeting was noticed in compliance with Utah Code 52-4-202 and Provo City Code 14.02.010. Agendas and minutes are accessible through the Provo City website at [council.provo.gov](http://council.provo.gov). Council Meeting agendas are available through the Utah Public Meeting Notice website at [pmn.utah.gov](http://pmn.utah.gov). Email subscriptions to the Utah Public Meeting Notice are available through their website.

#### **Notice of Telephonic Communications**

One or more Council members may participate by telephone or Internet communication in this meeting. Telephone or Internet communications will be amplified as needed so all Council members and others attending the meeting will be able to hear the person(s) participating electronically as well as those participating in person. The meeting will be conducted using the same procedures applicable to regular Municipal Council meetings.

*Network for public access is "Provo Guest", password "provoguest".*

ORDINANCE 2016-XX

AN ORDINANCE AMENDING CHAPTER 8.02 (ANIMAL CONTROL GENERALLY) WITH REGARDS TO THE KEEPING OF SWINE.

WHEREAS, it is proposed that Chapter 8.02 (Animal Control Generally) of the Provo City Code be amended to address the keeping of swine in regards to their control and distance from dwellings;

WHEREAS, Section 10-8-67 of the Utah Municipal Code permits municipalities to compel the owner of any pigsty, privy, barn, corral, sewer or other unwholesome or nauseous house or place to cleanse, abate or remove the same, and may regulate the location thereof;

WHEREAS, the keeping of swine within close proximity to residential dwellings presents a likelihood of nuisance and concerns of public health, safety, and welfare;

WHEREAS, it is proposed that Chapter 8.02 (Animal Control Generally) of the Provo City Code be amended to provide that swine shall be confined within a secure outdoor enclosed area located at least three hundred (300) feet from any dwelling;

WHEREAS, on **DATE** the Municipal Council held a duly noticed public meeting to ascertain the facts regarding this matter, which facts are found in the meeting record; and,

WHEREAS, after considering the facts presented to the Municipal Council, the Council finds (i) Section 8.02 of the Provo City Code should be amended as set forth below; and (ii) such action reasonably furthers the health, safety and general welfare of the citizens of Provo City.

NOW, THEREFORE, be it ordained by the Municipal Council of Provo City, Utah, as follows:

Section 8.02 of the Provo City Code is hereby amended as follows:

**8.02.210. Keeping Swine.**

Swine shall be confined within a secure outdoor enclosed area located at least three hundred (300) feet from any dwelling.

END OF ORDINANCE

1 RESOLUTION 2016-RDA-.

2  
3 A RESOLUTION OF THE GOVERNING BOARD OF THE  
4 REDEVELOPMENT AGENCY OF PROVO CITY CORPORATION  
5 AUTHORIZING THE PREPARATION OF A DRAFT PARKWAY PLAZA  
6 REDEVELOPMENT COMMUNITY REINVESTMENT PROJECT AREA  
7 PLAN FOR REDEVELOPMENT OF PROPERTY LOCATED WITHIN THE  
8 AREA FROM 2230 NORTH TO AN ACCESS ROAD AND FROM 300 WEST  
9 TO UNIVERSITY PARKWAY IN PROVO, UTAH. (16-036)

10  
11 WHEREAS, the Redevelopment Agency of Provo City Corporation (Agency) was  
12 created to transact the business and exercise all of the powers provided in the Utah  
13 Neighborhood Development Act, the Utah Redevelopment Agencies Act and the current Utah  
14 Community Development and Renewal Agencies Act and any subsequent, replacement or  
15 amended law or act (the Act); and

16  
17 WHEREAS, pursuant to Utah Code Section 17C-4-101, as amended, the Governing  
18 Board of the Agency is duly empowered to authorize by resolution the preparation of a draft  
19 community development project area plan; and

20  
21 WHEREAS, the Governing Board of the Agency has received a recommendation from  
22 the Chief Executive Officer that a draft community development project area plan be prepared  
23 for a proposed community development project area to be known as the Parkway Plaza  
24 Redevelopment Community Reinvestment Project Area to encourage new development located  
25 within; and

26  
27 WHEREAS, after considering the Chief Executive Officer's recommendation and the  
28 facts presented to the Governing Board of the Redevelopment Agency, the Board finds (i) a  
29 draft community development project area plan should be prepared for the Parkway Plaza  
30 Redevelopment Community Reinvestment Project Area, and (ii) such action reasonably furthers  
31 the health, safety, and general welfare of the citizens of Provo City.

32  
33 NOW, THEREFORE, be it resolved by the Governing Board of the Redevelopment  
34 Agency of Provo City Corporation as follows:

35  
36 PART I:

37  
38 For and on behalf of the Redevelopment Agency of Provo City Corporation, the Chief  
39 Executive Officer or his designee is authorized to:

- 40 1. Prepare a draft Community Reinvestment Project Area plan for the area from



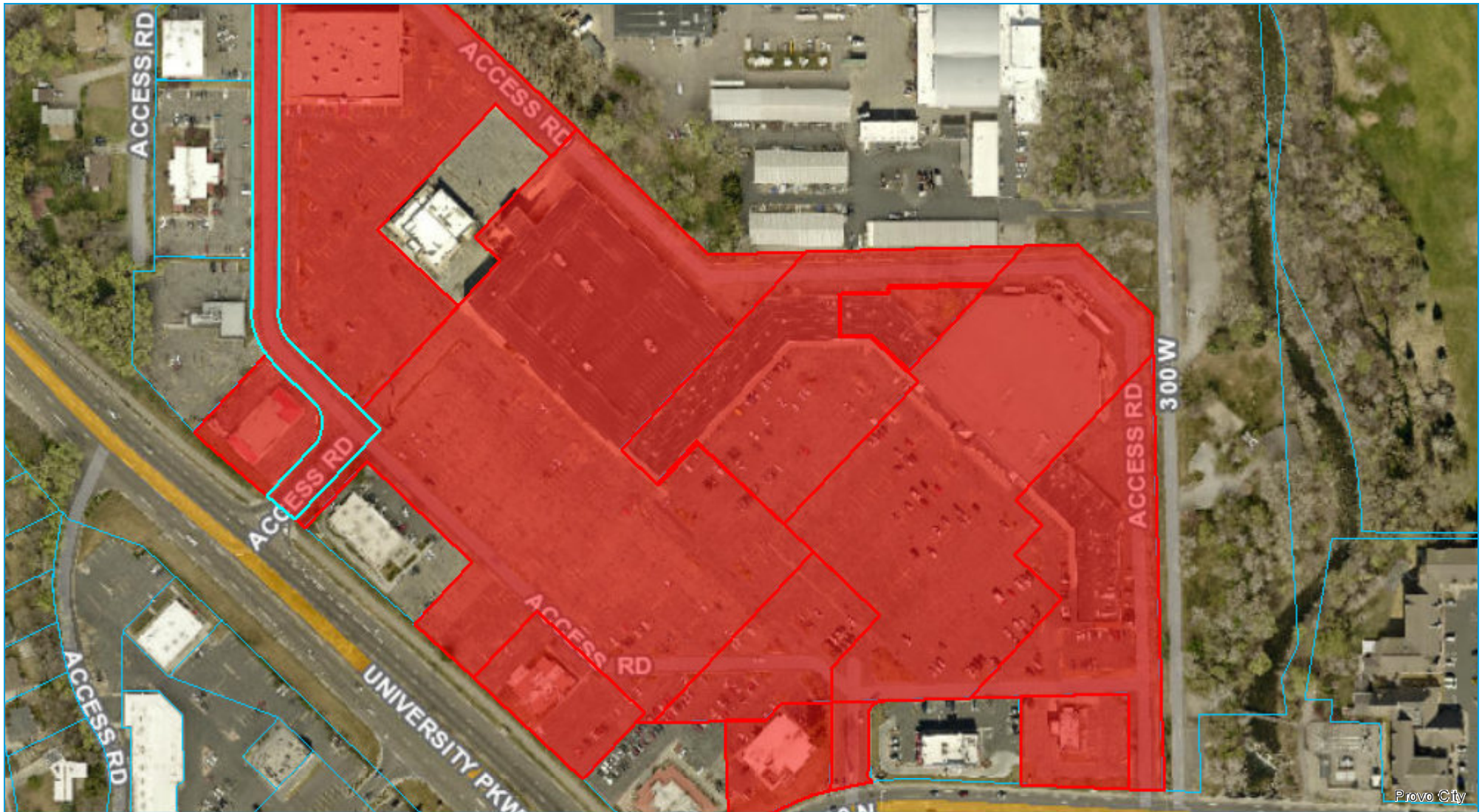
2230 North to an access road and from 300 West to University Parkway in Provo, Utah, in accordance with the requirements of the Act, particularly those found in Utah Code 17C-4-103.

2. Obtain information needed and hire or contract with consultants and others as necessary for the preparation of the draft community reinvestment project area plan to the extent of the budget authorized for such activity.
3. Take any other action necessary or prudent for the Board and the Provo Municipal Council to consider adopting the proposed community reinvestment project area plan at a public hearing noticed and held in compliance with the Act, particularly Utah Code 17C-4-102, 17C-4-105, and 17C-4-402.

PART II:

This resolution shall take effect immediately.

END OF RESOLUTION.



- Override 1
- Provo Streets
- Parcel
- Parcel



0 150 300 600 Feet

Author: Provo City

Date: 6/27/2016

This map is for graphical representation only and not for construction or defining feature locations.

Department Logo

# Provo City (*Redevelopment*)

Staff Memorandum

## Parkway Plaza Redevelopment

June 27, 2016

<p><b>Department Head</b> David Walter 852-6167</p> <p><b>Presenter</b> David Walter 852-6167</p> <p><b>Required Time for Presentation</b> 15 Minutes</p> <p><b>Is This Time Sensitive</b> No</p> <p><b>Case File # (if applicable)</b> Not applicable</p>	<p><b>Purpose of Proposal</b></p> <ul style="list-style-type: none"><li>• Preparation of draft Parkway Plaza Community Reinvestment Project Area Plan</li></ul> <p><b>Action Requested</b></p> <ul style="list-style-type: none"><li>• Staff recommends that the Redevelopment Agency Board approve the attached resolution authorizing and directing the preparation of a draft project area plan for the proposed Parkway Plaza Community Reinvestment Project Area</li></ul> <p><b>Relevant City Policies</b></p> <ul style="list-style-type: none"><li>• Pursue economic development initiatives</li><li>• Eliminate blight</li><li>• Enhance retail opportunities</li></ul> <p><b>Budget Impact</b></p> <ul style="list-style-type: none"><li>• None, this will be for the preparation of the draft plan for the proposed Community Development Area</li></ul> <p><b>Description of this item (at least 2 paragraphs)</b></p> <ul style="list-style-type: none"><li>• Plumtree Plaza has been a property in trouble for some time now. Located on a highly traveled corridor between Orem and Provo, its position makes it attractive for retail but that same position also makes it problematic for retail. The center has difficult ingress and egress and the layout and structures are showing their age. As retail transitions, older spaces developed to an earlier standard require more resources to try and bring them to a more productive reuse.</li></ul>
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	<ul style="list-style-type: none"> <li>● Recently, Plumtree Plaza has changed owners and the new owners, recognizing the need to reinvest in the center and the opportunity to address ingress and egress issues with the Bus Rapid Transit system design, have approached Provo City Redevelopment to discuss the center's overhaul and potential rebranding. The new owners feel that focusing solely on retail is not a winning strategy for the center and are looking to add hospitality (hotel), residential and office elements to the center. They do believe retail uses will still have a place in the new center but those uses will be a supporting role and not the driving force behind the rehabilitation of the complex.</li> <li>● The new owners plan to completely demolish the portions of the center they own and begin to reestablish the center. They have requested help with the construction of the parking structures required for the project. Tonight's action is the first step in creating a Community Reinvestment Project Area under the new provisions of the Utah Community Reinvestment Act.</li> <li>● It is important to note approval of this resolution does not commit the Agency or any taxing entities future tax increment to a project. Commitment of tax increment would require the affected taxing entities to enter into voluntary agreements with the Agency.</li> <li>● Staff recommends that the Redevelopment Agency Board approve the attached resolution authorizing and directing the preparation of a draft project area plan for the proposed Parkway Plaza Community Reinvestment Project Area</li> </ul>
<b>Attachments</b>	<b>Resolution Map</b>

The City of  
Provo, Utah

September 30, 2008

The logo for the City of Provo, Utah, featuring the word "Provo" in a bold, black, sans-serif font. The letters are slightly shadowed, giving it a three-dimensional appearance. The logo is positioned on the left side of the page, above the city's address.

Aaron C. Hilkemann, President  
Duncan Aviation, Inc.  
PO Box 81887  
Lincoln, NE 68501

Dear Mr. Hilkemann,

Lewis K. Billings  
Mayor

We are very appreciative of your patience as we have attempted to resolve the final issues relating to the future Duncan Aviation regional facility in Provo. We realize that you are on a very tight schedule regarding the announcement of your western service facility and hope that with this letter the final issues relating to your expansion at the Provo Airport will be addressed. We thank you for your willingness to host our stakeholder groups the past few days. This has enabled them to experience the same positive feelings, toward having a Duncan-run facility in Provo, that members of the Provo City Administrative team have felt during the entire selection process.

In recent weeks, Provo City has worked closely with Utah County, the Provo City School District and various others to identify funding for the construction of the public portion of the ramp needed to service the future Duncan Aviation facility. I am pleased to report that we have received positive responses from those entities. Provo City is now prepared to commit to Duncan Aviation that we will construct the public ramp space at the Provo City Airport. This is based on projections that representatives of Duncan Aviation have made to us, including: 1) that the phase I facilities and equipment to be built by Duncan would have a value of at least \$20 million; 2) that phase II of the development would be constructed within 5 years following phase I; 3) that phase II would be valued at least \$15 million in facilities and equipment.

Provo will use a variety of funding sources including the establishment of a Community Development Area (CDA), as allowed by Utah State law, to enable tax increment financing. Once Duncan commits to locating at the Provo City Airport, the Municipal Council of Provo City has agreed to start the process for establishment of a CDA. As part of lease negotiations, we will want to explore together appropriate measures to help ensure that the available tax increment will meet expectations.

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[www.provo.org](http://www.provo.org)

Page 2  
Duncan Aviation

We appreciate Duncan Aviation's efforts to work with our existing fixed base operator on a joint fueling agreement. As part of the discussions with representatives of Duncan Aviation it has been represented to Provo City that Duncan has agreed with Million Air on a long term plan for refueling your client's aircraft. However, it is our understanding that given the significant changes to the airport, inherent with Duncan locating at the Provo City Airport, Provo City will be asked, and will agree, to carefully review and modify as appropriate our existing airport regulations to allow for the construction of a Duncan fuel farm on Duncan's leased land, if deemed necessary by Duncan at some point in the future.

Finally, we have reviewed the Duncan request for Provo City to assume the construction cost of the automobile parking lot that will be used by the public and Duncan employees. Provo City has committed to well over \$3 million, exclusive of the ramp, of out-of pocket infrastructure costs to assist with the preparation of the Provo Duncan site. We suggest following the same model used at the Battle Creek airport in which the City would do all the prep work on the parking lot, with Duncan Aviation picking up the cost for the hard surfacing of the lot.

We have appreciated your thoughtful evaluation of our community and the forthright, good-faith approach to outstanding issues. We have tried hard to reciprocate in order to make the Duncan operation in Provo a reality. We believe that we now more fully understand your company and employee needs and we look forward to having you as a substantial part of Provo City and our Airport operations.

Sincerely,

PROVO CITY MAYOR'S OFFICE



Lewis K. Billings  
Mayor

c Mr. Todd Duncan, Chairman of the Board  
Mr. Jeff Lake, Jeff Lake CFO  
Bill Prochazka Executive VP and General Manager, BTL

The City of  
Provo, Utah

**Provo**

Lewis K. Billings  
Mayor

Department of  
Economic Development  
& Redevelopment Agency

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Suite 240  
P.O. Box 1849  
Provo, UT 84603

801.852.6160  
Fax: 801.375.1469

Located in:  
Wells Fargo Financial Center  
[www.provo.org](http://www.provo.org)

December 20, 2007

Jeff Lake  
Duncan Aviation, Inc.  
PO Box 81887  
Lincoln, NE 68501

\*\*\* SENT VIA EMAIL \*\*\*

Thank you for the opportunity to respond to your request for clarification on the incentive package offered by Provo City to Duncan Aviation. Inasmuch as the proposal included incentives from both the city and state, it should be pointed out the Provo City portion of the incentive package is all based on savings, rather than direct cash from Provo to Duncan. Whereas the state incentives do have the ability to produce some cash, much of what they have to offer is also in the form of saving and rebates. The Provo City proposal is divided into two sections - the first reflects one-time benefits related to site improvements and the other an on- going or continuous benefit over the life of the lease.

#### **One-time Incentives Related to Site Development**

All private development in Provo City is funded by the end user of the property. As such, under normal conditions, meaning no incentives offered, Duncan would be required to pay for the construction and installation of all utility improvements and access to the proposed site. These off site costs would be needed because the proposed site is isolated from other airport developments and yet it still has excellent access to the flight lines and runways.

This site offers Duncan Aviation an airport location that will for all intended purposes be exclusive with little or no interruption by other airport users. This unique location with its distinct advantages directly contributes to the added cost associated with bringing utility and infrastructure to the proposed site. Provo City is prepared to cover all the costs of these off-site improvements, which include - a new sewer lift station; a looped, redundant power/telecom system; water/sewer/storm water mains, and a 65' right-of-way access from Center Street to the proposed site (approximately ½ mile). The access road will be a public right of way including curb, gutter, paving, wet and dry utilities and distinctive landscaping. Provo City has purchased this forty (40) acre site for the limited, exclusive use of Duncan Aviation. Based on current costs of similar work (road, utilities and infrastructure) and real out-of-pocket expenses (land costs), **this incentive package from Provo City has a total value of \$2.5 to \$3 million in direct cost incentives.** Another private sector provider who would build at this location without this incentive package would have to pay for these facilities. Additionally, lease payments will not start until building occupancy. Assuming Duncan would occupy the property for 18 months during the construction period, the value of this incentive could total \$82,500. With this incentive, there will be no out of pocket cost to Duncan Aviation for the land or the aforementioned improvements.

### **Ongoing or Continuous Incentives Based on Lease Rates**

The benefits accruing to Duncan are as follows:

- The benefit of a longer lease term than any other standard lease at the Provo City Airport. The incentive on the lease basically adds an additional 20+ years to the longest lease now available at the Airport. This incentive provides a potential lease term of 60+ years compared to the standard maximum 40 - year lease for other airport tenants.
- The lease time will be reset each time a new lease is agreed upon by Duncan and the City. This could, in fact, increase the lease by dozens of years, depending on future expansion plans and the timing of those expansions.
- The lease rate of \$.22 cents per square foot of the building foot print would **be charged, but the annual rate increase as determined by the Consumer Price Index (CPI) would be cut in half.** This would continue for the life of the lease.
- Duncan would not be charged for any public areas around their facility including such items as parking and any other non-exclusive use space.
- The Provo City Airport will maintain all ramp and public space.
- Provo City will hold at its cost an additional 10 acres of land for future Duncan expansion. The expansion plan will have to be presented by Duncan Aviation and approved by the City.
- Duncan will be granted enough free-of- charge ramp tie down space based on the size of the building to effectively give exclusive use of the ramp space around the building at no additional cost to Duncan.
- This proposal will allow Duncan Aviation to be located within the boundaries of the Provo City Airport and thus take advantage of the benefits that accrue to a within the fence operation.

In attempting to calculate the value of these incentives related to the lease, we have had to make certain assumptions. The following represents a scenario based on these assumptions that would estimate the benefit to Duncan.

#### *Example for illustration purposes*

As per the proposal, the standard lease offered at the Provo Municipal Airport is for thirty (30) years, plus two additional five (5) year extensions.

The Provo incentive package uses the standard lease, plus an additional ten (10) years for each 200 employees. Our assumption, for the purpose of this example, for calculating benefit and value is that the life of the lease is at a minimum of fifty (50) years.

The standard lease is \$.22 per square foot of building and areas that are used exclusively for airport uses by Duncan Aviation. As per the proposal, Provo City is offering Duncan Aviation the limited, exclusive use for aviation-related purposes the full 30 acre site, as master planned by Duncan and approved by the City. In addition,



Provo City will hold at its cost an additional 10 acres for Duncan Aviation for future Duncan expansion purposes. The key incentive to Duncan Aviation will be that Duncan will only be charged or assessed the \$.22 per square foot on the footprint of the building and areas that Duncan wishes to have used exclusively for its purposes.

Additionally, a key modification of the standard lease rate (an incentive) is the reduction of the inflation escalator in the standard lease (based on the Consumer Price Index), by half.

Assuming an initial 250,000 square foot building footprint, at \$.22 a square foot for the 50 year term of the lease at an average annual reduced CPI of 1.5% (which is one half of the annual estimated CPI of 3%), the cost savings over the term of the lease would be approximately \$2.1 million (the difference between the 1.5% and 3%). As additional buildings are constructed, there would be additional cost savings for Duncan Aviation.

At build out of the Duncan facility in the future (12 Acres = 522,000 square feet building foot print) the value of the lease using the same assumptions could be as much as \$4.491 million (the difference between 1.5% and 3%).

There is no additional land cost for the exclusive use of ramp space or public parking areas. Assuming an area of 7 acres of ramp space and parking/loading area of 9 acres, the value of this incentive could total \$153,000 annually over the life of the lease.

Provo City will maintain the ramps and public spaces. Assuming an area of 7 acres of ramp space and parking/loading areas of 9 acres, the value of this incentive could total \$174,240 annually over the life of the lease.

Other key elements of the incentive package that have not been given a dollar value because of the difficulty in calculating the value are listed below. Each of these incentives add real value to the Provo City incentive package and are worthy of consideration.

- Provo City will hold 10 acres of property for future development at no cost to Duncan Aviation.
- The value of the additional 10 year lease extensions.
- The value of restarting all lease time periods after additional lease expansion and new building areas are constructed.

As Duncan Aviation continues to make plans for a Provo site we would be happy to help you evaluate the actual incentives based on more detailed information and assumptions.

Sincerely,



Provo City Economic Development  
Leland A. Gamette

Date: June 28, 2016  
To: Wayne Parker  
From: Dixon Holmes  
Re: Background and Funding options for Duncan Aviation North Alpha Ramp at PVU

#### Background:

From the start of this project, Provo City was in serious competition between Ogden and Albuquerque, New Mexico to win the opportunity to have Duncan do their project in Provo. In December of 2007, Leland Gamette, Economic Development Director, acting under the direction of the Mayor Lewis Billings issued an incentive letter to Duncan Aviation. At that time the offer was very general, but specifically mentions covering the cost of all offsite improvements, which include – a new sewer lift station; a looped, redundant power/telcom system; water/sewer/storm water mains, and a 65' right-of-way access from Center Street to the proposed site (approximately ½ mile). It was estimated at that time the cost of this incentive package to be between \$2.5 and \$3 Million in direct costs to the city. At that time, there was no readily identifiable funding source other than existing enterprise funds. It should also be noted that Provo City and Duncan had not performed any of the detail cost analysis that has now taken place.

At the time the incentive letter was issued, it was not known that the ramp cost had not been identified because both the City and Duncan thought the other party was covering the cost. Another letter was issued in September of 2008 by Mayor Billings, in which he committed the City to covering the cost of the ramp through a yet to be created CDA and Tax Increment Financing – the EDA Grant was not in place at that time. It was also determined in that letter that the parking lots would be prepped by the City and paved by Duncan Aviation.

The scope and cost to both Duncan Aviation and Provo City has dramatically grown. At the time the letter was written, Phase I of the Duncan project was \$20 Million with about 150 to 200 jobs. Phase II was about ten years later at \$15 Million with another 200 jobs. At present Phase I is at \$55 Million with 450 jobs and Phase II at 5 to 7 years at another \$15 to \$20 Million with 150 to 200 additional jobs.

The following projections will fund the Provo City commitment to Duncan Aviation consistent with the 2007/08 letters. The basic approach is to reprioritize existing projects or extend over two budget years to find funding sufficient to cover the utility and infrastructure costs associated with Duncan Aviation. There has been some question as to an 8" looped water line that could be beyond the scope of the original letter. However, that is possibly offset with Duncan offering to cover the telcom conduit and parking lot lighting. The looped, redundant power line coming from the southeast will not be constructed for another five to ten years, or until the Westside Connector is complete with commensurate development. While this is not the preference for Duncan, it is manageable.

Where funding was insufficient from the various enterprise funds, it is proposed to seek funding in the General Fund as an option or CDBG. The total cost of this package is \$4,013,707.47, of which \$1,200,000 is already allocated for the sewer lift station. This leaves a balance of \$2,813,707.47, of which all but \$332,000 can be covered by the Public Works and Power existing budgets. The reprioritization and shifting/delaying of projects is not minor. Many of these projects have been anticipated and planned for some time. The balance of \$332,000 could possibly be requested of the General Fund Balance or be covered through CDBG or a 108 Loan – a loan against future CDBG allocations. As a comparison, a \$3.5 Million 108 Loan was secured to build the first mile of road and utilities at the Mountain Vista Business Center. The loan was paid back in seven years, early, compared to the 10 years required.

## Possible funding options

Public Works – Water Resources Division – amount needed \$1 Million

\$250K from FY17 Reservoir

\$500K from FY17 48 Inch Transmission Line

\$250K from Fund Balance

Public Works – Engineering Division – amount needed \$816K

\$250K from FY17 Street Overlay

\$250K from FY18 Street Overlay

\$150K from FY17 Sidewalk Replacement

\$170K from FY18 Sidewalk Replacement

Public Works – Storm Water Division – amount needed \$182K

\$100K from FY17 A variety of projects from the CIP

-\$82K to be determined

Public Works – Waste Water Division- \$370K

\$370K from Fund Balance

Provo Power – amount needed \$189,524

\$189,524 from FY17 CIP

JViation Design Fee – \$250K

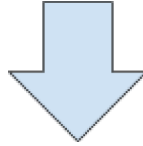
\$250K – General Fund – Aviation?

In house Design – Public Works – Engineering – absorbed?

# Provo City Vision 2030 Core Values

**APPROVED**

- Family
- Community
- Education
- Faith
- Safe City
- Responsible Government
- Business and Economic Vitality
- Healthy, Inviting Environment



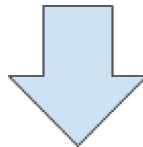
## Provo Council Values

Healthy  
Environment

Responsible  
Government

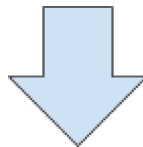
Vibrant  
Community

Thriving Commerce



## Priorities and Desired Outcomes

See Priority Sheets



## Strategies

Partner with the City Administration to develop budgets and programs. (To be developed)

# Zoning Compliance



## Core Values of Provo

as listed in Vision 2030

Family	Sense of Community
Safe City	Business and Economic Vitality
Faith	Responsible Government
Education	Healthy, Inviting Environment

## City Council Goals/Vision

The goals of the 2016 Provo Municipal Council are to foster:

- Vibrant Community
- Healthy Environment
- Thriving Commerce
- Responsible Government

### Council Goal

#### Healthy Environment

### Priority

To increase zoning compliance in the City of Provo

### Relationship to Core Values

Zoning is the orderly way that the community agrees to live together. Through their representatives, residents decide what land uses are acceptable in various parts of the City. Good zoning ordinances and compliance protects the enjoyment of private property rights, and gives residents and business owners confidence to invest their time and money in their property. Good zoning compliance protects family neighborhoods, discourages crime, promotes commerce, helps establish a healthy, inviting environment, and supports a vibrant community which affects our institutions like schools and churches.

### Desired Outcomes

- Reduced negative impacts from zoning non-compliance. (e.g. fewer areas with parking problems)
- Viable and stable areas for family housing, where people live for generations.
- Closing of loop-holes that allow non-compliance.
- Resident satisfaction with zoning ordinances and enforcement.
- Improved physical environment.
- Enforcement that responds effectively to complaints in a timely manner.
- Community that respects the rule of law.
- Achieve the outcomes articulated in Vision 2030 as follows: Goal 1.6, Goal 5.3

- More affordable housing for families, because home values are not hyper-inflated due to over-occupancy
- Zoning which better reflects the wishes of the market
- Residents and businesses are confident to invest time and money in Provo
- Removal of financial incentives to ignore zoning regulations
- 

## Performance Indicators

- Decreased zoning complaints (but not because people have given up).
- Reduced time to resolve complaints.
- Improved resident and business satisfaction with zoning.
- Increased resident satisfaction on issues caused by zoning non-conformance (e.g. on-street parking congestion).

2016 Council Priority

# Development Approval Process



<b>Core Values of Provo</b> as listed in Vision 2030	<b>City Council Goals/Vision</b> The goals of the 2016 Provo Municipal Council are to foster:								
<table><tr><td>Family</td><td>Sense of Community</td></tr><tr><td>Safe City</td><td>Business and Economic Vitality</td></tr><tr><td>Faith</td><td>Responsible Government</td></tr><tr><td>Education</td><td>Healthy, Inviting Environment</td></tr></table>	Family	Sense of Community	Safe City	Business and Economic Vitality	Faith	Responsible Government	Education	Healthy, Inviting Environment	<ul style="list-style-type: none"><li>• Vibrant Community</li><li>• Healthy Environment</li><li>• Thriving Commerce</li><li>• Responsible Government</li></ul>
Family	Sense of Community								
Safe City	Business and Economic Vitality								
Faith	Responsible Government								
Education	Healthy, Inviting Environment								

## Council Goal

### Responsible Government

## Priority

Improve the development approval process.

## Relationship to Core Values

The built environment of a city affects the way residents and visitors interact, it affects the vibrancy of the community, provides good housing options for families, and supports our commerce. Our core value of having a healthy, inviting environment refers to, in part, our built environment. Provo depends on developers to create and evolve our built environment. A efficient and effective development approval process can attract high quality developments and partners in achieving our vision as well as protect Provo and her residents from low quality developments and developments that do not lead us closer to realizing our vision.


## Desired Outcomes

- A process which quickly approves high quality proposals that align with the City's vision and quickly denies other proposals and is robust enough to differentiate between both types.
- A process which encourages citizen involvement.
- A process which is predictable for developers, residents, and staff.
- A process which only asks of developers what is pertinent to evaluate the proposal.
- A pre-Council process which the Council has faith in.

## Performance Indicators

- Reduced time to decision
- Reduced Council decisions conflicting with Staff and/or Commission opinions
- Reduced developer frustration
- Reduced resident frustration
- Reduced denials by the Council (because poor proposals are weeded out and developers don't have hope that the Council might approve them anyway).
- Increased commercial property taxes \*Increased sales taxes



<p>2016 Council Priority</p> <h1>General Plan Update</h1>									
<p>Core Values of Provo as listed in Vision 2030</p> <table> <tr> <td>Family</td><td>Sense of Community</td></tr> <tr> <td>Safe City</td><td>Business and Economic Vitality</td></tr> <tr> <td>Faith</td><td>Responsible Government</td></tr> <tr> <td>Education</td><td>Healthy, Inviting Environment</td></tr> </table>	Family	Sense of Community	Safe City	Business and Economic Vitality	Faith	Responsible Government	Education	Healthy, Inviting Environment	<p>City Council Goals</p> <p>The 2016 Provo City Council will focus on the following four areas:</p> <ul style="list-style-type: none"> <li>• Vibrant Community</li> <li>• Healthy Environment</li> <li>• Thriving Commerce</li> <li>• Responsible Government</li> </ul>
Family	Sense of Community								
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## Priority

Update the General Plan.

## Relationship to Values and Goals

The General Plan is... City Code calls for the General Plan to be updated every five years, and this update is now a year overdue. [How does a quality, up-to-date General Plan affect our Goals?

## Desired Outcomes

- A plan for how Provo accommodate population growth.
- To have a better understanding of the interaction between the General Plan and Vision 2030
- Incorporate important elements from all the codified plans that would influence the General Plan
- Clarity/Checklist from the General Plan and Vision 2030 that must be looked at and complied with as part of a project
- Plan with the budget in mind
- Buy-in from public

## Performance Indicators

- Public Satisfaction
- Level of public involvement in the process
- Adequate housing supply
- Business growth

2016 Council Priority

# Economic Development



<b>Core Values of Provo</b>	<b>City Council Goals/Vision</b>								
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Family	Sense of Community								
Safe City	Business and Economic Vitality								
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Education	Healthy, Inviting Environment								

## Council Goal

### Thriving Commerce

## Priority

To support economic development and remove barriers

## Relationship to Core Values

A strong economy provides stable jobs which support families, the community, and provide opportunities for all residents. Vibrant commercial and retail centers provide an inviting environment for gatherings and community interactions. Strong retail provides convenient and competitive access to goods for residents. Healthy commerce helps fund city services through property taxes and well-used retail adds sales taxes to city coffers to keep our government fiscally sound and fund our public education system.

## Desired Outcomes

\*Stable jobs \*Suitable retail where our residents want to shop in order to retain our own sales tax dollars \*Broader retail offerings \*Rejuvenated Mall \*Vibrant downtown

\*Healthy supply of job offerings to a wide spectrum of social classes \*Attractive retail offerings that don't compromise the planning/design elements that make Provo City unique \*Achieve the

outcomes articulated in Vision 2030 as follows: Goal 2.4, Goal 2.5, Goal 3.4, Goal 4.4, Goal 5.2, Goal 5.4, Goal 9.1, Goal 9.2, Goal 9.3, Goal 9.4, Goal 9.6, Goal 9.7

## Performance Indicators

- Ability to buy a soccer ball in the City limits
- More foot traffic/vibrancy in retail/commercial areas
- Increased tax revenues from commercial property tax/sales tax
- Occupancy of retail space
- Resident Satisfaction Survey
- Retail leakage study

2016 Council Priority

# Budgeting to Priorities



Core Values of Provo	City Council Goals/Vision								
<p>as listed in Vision 2030</p> <table> <tr> <td>Family</td><td>Sense of Community</td></tr> <tr> <td>Safe City</td><td>Business and Economic Vitality</td></tr> <tr> <td>Faith</td><td>Responsible Government</td></tr> <tr> <td>Education</td><td>Healthy, Inviting Environment</td></tr> </table>	Family	Sense of Community	Safe City	Business and Economic Vitality	Faith	Responsible Government	Education	Healthy, Inviting Environment	<p>The goals of the 2016 Provo Municipal Council are:</p> <ul style="list-style-type: none"> <li>• Vibrant Community</li> <li>• Healthy Environment</li> <li>• Thriving Commerce</li> <li>• Responsible Government</li> </ul>
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## Council Goal

### Responsible Government

- **Structurally Balanced Budget Initiative** - While ensuring that annual budgets are balanced, strive also to balance projected long-term revenues and expenditures.
- **V2030 Goal 14.1** - Make local government as transparent and as easy to access as possible by citizens.
- **Sound Infrastructure** - Adequate and reliable infrastructure.
- **Budget** - Approved budgets that are clearly tied to long-term City goals.
- **Responsiveness** - Responsive to citizen's desires
- 

### Priority

An approved budget that shows how all city programs are viewed in terms of their contribution to one of the four City Council Goals.

## Relationship to Core Values

Achieve the outcomes articulated in Vision 2030 as follows: Goal 14.1, Goal 14.2

Achieve the outcomes articulated in the Council Budget Intent Statements (Adopted August 4, 2015) as follows:

**Structurally Balanced Budget Initiative** - While ensuring that annual budgets are balanced, strive also to balance projected long-term revenues and expenditures.

**General Fund Capital Maintenance Funding** - The City should define an appropriate level of capital maintenance funding for all city facilities.

**Framework for Fee Structure and Evaluation of Fees** - To the extent feasible, the City should strive to have each service paid for by the beneficiaries of the service.

## Desired Outcomes

In order to achieve this priority, we want to see a budget in the following format:

- A description of programs and their intended function
- A description of how the program furthers city goals
- The actual FTE personnel dedicated to the program in the past, the current FTE personnel and proposed FTE's for the next budget cycle
- A history of expenditures and proposed budget for the program
- Historical and projected revenues the program will generate
- Historical and projected funding sources for the program
- Information documenting the achievement of program goals and contributions to the city goals
- An assessment by the Administration of the relative importance of the program in achieving each city goal

## Performance Indicators

Budget updates and interim reports that include actual FTE's, expenditures and updated information on contributions to city goals.

When initiating Provo 360 software that it is capable of producing the necessary reports

# Housing



## Core Values of Provo

as listed in Vision 2030

Family	Sense of Community
Safe City	Business and Economic Vitality
Faith	Responsible Government
Education	Healthy, Inviting Environment

## City Council Goals/Vision

The goals of the 2016 Provo Municipal Council are to foster:

- Vibrant Community
- Healthy Environment
- Thriving Commerce
- Responsible Government

### Council Goal

Healthy Environment

### Priority

Encourage housing of different types to support residents in different life stages.

### Relationship to Core Values

Many residents in Provo enjoy living in the area that they have chosen. Many desire to stay in the area, even if their housing needs change. Many desire that their children have options to live nearby. Provo needs to offer housing options that reflect the public's desires and needs, in quantity, quality, and variety, and spread throughout our communities in order to support families, long-lasting communities, and improved safety. These vibrant communities encourage local commerce.

### Desired Outcomes

\*Sufficient housing for people desiring to live in Provo in the housing type they desire. \*Ability for residents to stay in the area they want to live even as their housing needs change. \*Mixture of housing types throughout the community while respecting the unique character of the different areas of the City. \*Reduced pressure on single family housing to be used as short-term housing. \*More affordable family housing.

To have been provided sufficient information regarding to determine more specific outcome statements relative to:


- Appropriate distribution/balance of housing types within neighborhoods, city-wide, and regionally

- Life-cycle housing within neighborhoods
- Workforce housing, jobs housing balance
- Unfilled housing markets (post-college single housing equation, possibly others)
- The increasing or decreasing affordable housing options within the community

Achieve the outcomes articulated by the General Plan and in Vision 2030 as follows: Goal 1.5, Goal 2.1, Goal 2.3, Goal 5.3

## Performance Indicators

- Increased average tenure of Provo residents.
- Increased number and diversification of household income ranges within neighborhoods.
- Increased number of family households in neighborhoods originally built for family-occupancy.
- Increased long-term student enrollment at local elementary schools.
- Decreased rental tenure city-wide and increased ratio of rental tenure county-wide.
- More affordable housing options
- Demographic maps showing a better dispersal of housing types
- Resident satisfaction survey.
- Increase in the range of affordable housing options for all income groups.

2016 Council Priority <b>Structured Policy</b>									
<b>Core Values of Provo</b> as listed in Vision 2030  <table> <tr> <td>Family</td><td>Sense of Community</td></tr> <tr> <td>Safe City</td><td>Business and Economic Vitality</td></tr> <tr> <td>Faith</td><td>Responsible Government</td></tr> <tr> <td>Education</td><td>Healthy, Inviting Environment</td></tr> </table>	Family	Sense of Community	Safe City	Business and Economic Vitality	Faith	Responsible Government	Education	Healthy, Inviting Environment	<b>City Council Goals</b> The goals of the 2016 Provo Municipal Council are to foster: <ul style="list-style-type: none"> <li>• Vibrant Community</li> <li>• Healthy Environment</li> <li>• Thriving Commerce</li> <li>• Responsible Government</li> </ul>
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## Priority

Clearly define City Policy and where it is found.

## Relationship to Values and Goals

What is the difference between budget intent statements, intent statements, legislative intent statements, priorities, directives, resolutions, ordinances, etc? Which ones are mentioned in state statute, city code, or the Council handbook? When the Council adopts each of these, for how long is it effective? Is there a single repository of the active policies established by the Council? The Council sets the policy for the City. In order to be effective and efficient, it must be clear, concise, and organized.


## Desired Outcomes

- Clear understanding of policy instruments, including terminology.
- Clearly defined locations of City policy.
- Clear understanding of what policies are still active.
- Sensible structure to City Policy
- Clean up of City Code

## Performance Indicators

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<p>2016 Council Priority</p> <h2>West Side Plan</h2>									
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Family	Sense of Community								
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### Priority

Develop a vision and a master plan for Provo's west side.

### Relationship to Values and Goals


The area of Provo that is west of the freeway includes the only large tract of developable land left in Provo.

### Desired Outcomes

- A well-balanced mix of housing and business
- Walkable neighborhoods
- A mix of desirable housing options that makes Provo an attractive place to raise a family, start a business, or retire
- Connectivity
- Establish clear policy related to green space, agriculture, and parks

### Performance Indicators

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<p>2016 Council Priority</p> <h2>Public Engagement</h2>									
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### Priority

Facilitate public participation with the Council.

### Relationship to Values and Goals

A responsible government for Provo City must understand the needs, will, and desire of the residents. This can be done by reaching out to groups that have not traditionally engaged with the Council in the past, utilizing tools to more conveniently communicate with the public, and ensuring that Council policies and practices encourage stakeholders to engage earlier and to be more informed.

### Desired Outcomes

- Improved engagement with students, businesses, HOAs, and landlords.
- Technological tools which make the Council more accessible to Provo citizens.
- Council policies and practices which encourage and enable interested stakeholders to learn about, follow, and engage in issues that the Council is addressing.

### Performance Indicators

- Satisfaction surveys among the public as a whole and in specific target groups.
- Level of engagement, as measured by an increase in feedback, comments, and questions, as well as analytic measures from social media and other communication tools.
- Reduced response time for inquires and requests for information from the Council.

2016 Provo City Council <b>Goals &amp; Priorities</b>	
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## 2016 City Council Goals

Based on the principles and values laid out in the City's General Plan and the Vision 2030 document, the 2016 Provo City Council will focus on the following four areas:


Vibrant Community	Thriving Commerce
Healthy Environment	Responsible Government

## 2016 City Council Priorities

Based on the 2016 City Council Goals, the Council has set the following nine priorities to be addressed this year:

- Increase **Zoning Compliance**
- Improve the **Development Approval Process**
  - Update the **General Plan**
  - Support **Economic Development**
- Structure **Budget to Reflect City Goals**
- Encourage a Healthy Mix of **Housing**
- Improve Clarity and Access to **City Policy**
  - Plan for **West-Side Development**
  - Encourage **Public Engagement**

Each Council Priority is described in more detail in the following Priority Sheets.

<p>2016 Council Priority</p> <h1>Zoning Compliance</h1>			
<p><b>Core Values of Provo</b> as listed in Vision 2030</p> <table border="1" data-bbox="191 516 883 688"> <tr> <td>Family Safe City Faith Education</td><td>Sense of Community Business and Economic Vitality Responsible Government Healthy, Inviting Environment</td></tr> </table>	Family Safe City Faith Education	Sense of Community Business and Economic Vitality Responsible Government Healthy, Inviting Environment	<p><b>City Council Goals</b></p> <p>The 2016 Provo City Council will focus on the following four areas:</p> <ul style="list-style-type: none"> <li>• Vibrant Community</li> <li>• Healthy Environment</li> <li>• Thriving Commerce</li> <li>• Responsible Government</li> </ul>
Family Safe City Faith Education	Sense of Community Business and Economic Vitality Responsible Government Healthy, Inviting Environment		

## Priority

Increase **Zoning Compliance**

## Relationship to Core Values and Goals


Zoning is the orderly way that the community agrees to live together. Through their representatives, residents decide what land uses are acceptable in various parts of the City. Good zoning ordinances and compliance protects the enjoyment of private property rights, and gives residents and business owners confidence to invest their time and money in their property. Good zoning compliance protects family neighborhoods, discourages crime, promotes commerce, helps establish a healthy, inviting environment, and supports a vibrant community which affects our institutions like schools and churches.

## Desired Outcomes

- Reduced negative impacts from zoning non-compliance. (e.g. fewer areas with parking problems)
- Viable and stable areas for family housing, where people live for generations
- Closing of loopholes that allow non-compliance
- Resident satisfaction with zoning ordinances and enforcement
- Improved physical environment
- Enforcement that responds effectively to complaints in a timely manner
- Community that respects the rule of law
- Achieve the outcomes articulated in Vision 2030 Goals 1.6, 5.3
- More affordable housing for families, because home values are not hyper-inflated due to over-occupancy
- Zoning which better reflects the wishes of the market
- Residents and businesses are confident to invest time and money in Provo
- Removal of financial incentives to ignore zoning regulations

## Performance Indicators

- Decreased zoning complaints (but not because people have given up)
- Reduced time to resolve complaints
- Improved resident and business satisfaction with zoning Increased resident satisfaction on issues caused by zoning non-conformance (e.g. on-street parking congestion)

<p style="text-align: center;"><b>2016 Council Priority</b>  <b>Development Approval Process</b></p>			
<p style="text-align: center;"><b>Core Values of Provo</b>  as listed in Vision 2030</p> <table border="1" data-bbox="191 516 906 688"> <tr> <td data-bbox="191 516 428 688"> Family Safe City Faith Education </td><td data-bbox="428 516 906 688"> Sense of Community Business and Economic Vitality Responsible Government Healthy, Inviting Environment </td></tr> </table>	Family Safe City Faith Education	Sense of Community Business and Economic Vitality Responsible Government Healthy, Inviting Environment	<p style="text-align: center;"><b>City Council Goals</b></p> <p>The 2016 Provo City Council will focus on the following four areas:</p> <ul style="list-style-type: none"> <li>• Vibrant Community</li> <li>• Healthy Environment</li> <li>• Thriving Commerce</li> <li>• Responsible Government</li> </ul>
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## Priority

Improve the **Development Approval Process**

## Relationship to Core Values and Goals

The built environment of our city affects the way residents and visitors interact. It affects the vibrancy of the community, provides the housing options for families, and impacts our commerce. Our core value of having a healthy, inviting environment refers to, in part, our built environment. Provo depends on developers to create and evolve our built environment. An efficient and effective development approval process can attract high quality developments and partners in achieving our vision as well as protect Provo and her residents from low quality developments and developments that do not lead us closer to realizing our vision.


## Desired Outcomes

- A process which quickly approves high quality proposals that align with the City's vision and quickly denies other proposals, and is robust enough to differentiate between both types
- A process which encourages citizen involvement
- A process which is predictable for developers, residents, and staff
- A process which only asks of developers what is pertinent to evaluate the proposal
- A pre-Council process which the Council has confidence in

## Performance Indicators

- Reduced time to decision
- Reduced Council decisions conflicting with Staff and/or Commission opinions
- Reduced resident and developer frustration
- Reduced denials by the Council (because poor proposals are weeded out and developers don't have hope that the Council might approve them anyway)

- Increased commercial property taxes and sales taxes

<p>2016 Council Priority</p> <h1>General Plan Update</h1>			
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Family Safe City Faith Education	Sense of Community Business and Economic Vitality Responsible Government Healthy, Inviting Environment		

## Priority

Update the **General Plan**

## Relationship to Core Values and Goals

The General Plan is a general, comprehensive, long-range statement of goals and related policies to guide future growth and development of the City. It seeks to coordinate all the interrelated systems of the City and all properties within the City and acts as a guide, establishing policies and procedures for growth, development, conservation, and location of various land use activities. Policies are based on an analysis of the population being served, the physical conditions of the land, the adequacy of public facilities, and the compatibility of land use. City Code calls for the General Plan to be updated every five years, and this update is now a year overdue.


## Desired Outcomes

- A Plan for how Provo will accommodate population growth
- Better alignment and distinction between the General Plan and Vision 2030
- A General Plan that supports and directs the other codified City plans
- A section containing implementation steps that will be tracked
- A Plan which is cognizant of budgetary realities
- A Plan which has buy-in from public

## Performance Indicators

- Public Satisfaction with the General Plan
- The level of public involvement in the process
- The enhancement of adequate housing supply
- Business growth



<p>2016 Council Priority</p> <p><b>Economic Development</b></p>			
<p><b>Core Values of Provo</b> as listed in Vision 2030</p> <table border="1" data-bbox="191 470 878 642"> <tr> <td data-bbox="191 470 440 642"> Family Safe City Faith Education </td><td data-bbox="440 470 878 642"> Sense of Community Business and Economic Vitality Responsible Government Healthy, Inviting Environment </td></tr> </table>	Family Safe City Faith Education	Sense of Community Business and Economic Vitality Responsible Government Healthy, Inviting Environment	<p><b>City Council Goals</b></p> <p>The 2016 Provo City Council will focus on the following four areas:</p> <ul style="list-style-type: none"> <li>• Vibrant Community</li> <li>• Healthy Environment</li> <li>• Thriving Commerce</li> <li>• Responsible Government</li> </ul>
Family Safe City Faith Education	Sense of Community Business and Economic Vitality Responsible Government Healthy, Inviting Environment		

## Priority

Support **Economic Development**

## Relationship to Core Values and Goals

A strong economy provides stable jobs which support families, the community, and provide opportunities for all residents. Vibrant commercial and retail centers provide an inviting environment for gatherings and community interactions. Strong retail provides convenient and competitive access to goods for residents. Healthy commerce helps fund city services through property taxes and well-used retail adds sales taxes to city coffers to keep our government fiscally sound and fund our public education system.


## Desired Outcomes

- Stable jobs
- Suitable retail where our residents want to shop in order to retain our own sales tax dollars
- Broader retail offerings, including a rejuvenated Mall, and a vibrant downtownHealthy supply of job offerings to a wide spectrum of social classes
- A variety ofattractive retail centers around the City with their own sense of place
- Commercial and retail development that respects the history of the area in which it is located
- Achieve the outcomes articulated in Vision 2030 Goals 2.4, 2.5, 3.4, 4.4, 5.2, 5.4, 9.1, 9.2, 9.3, 9.4, 9.6, 9.7

## Performance Indicators

- Ability to buy a soccer ball within the City limits
- More foot traffic/vibrancy in retail/commercial areas
- Increased tax revenues from commercial property tax andsales tax
- Improved occupancy of retail space

Resident Satisfaction Survey Retail leakage study

<p style="text-align: center;"><b>2016 Council Priority</b>  <b>Budget to Priorities</b></p>									
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Safe City	Business and Economic Vitality								
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## Priority

Structure **Budget** to reflect City **Goals**

## Relationship to Core Values and Goals

A responsible government should be transparent and accessible by citizens while creating and maintaining balanced and sustainable financial plans and budgets. These financial plans and budgets should keep taxes and utility fees fair and competitive while still maintaining quality services and cost-effective management of infrastructure. Priority-based budgeting is a way for local governments to spend within their means by continuously focusing money on programs which achieve results that are most relevant to their communities. Approved budget should clearly support the long-term City Goals.

## Desired Outcomes

### Structurally Balanced Budget Initiative:

- While ensuring that annual budgets are balanced, strive also to balance projected long-term revenues and expenditures.

### General Fund Capital Maintenance Funding:

- The City should define an appropriate level of capital maintenance funding for all city facilities.

### Framework for Fee Structure and Evaluation of Fees:


- To the extent feasible, the City should strive to have each service paid for by the beneficiaries of the service.

### A budget in the following format:

- A description of programs and their intended function
- A description of how the program furthers city goals
- The actual FTE personnel dedicated to the program in the past, the current FTE personnel and proposed FTE for the next budget cycle
- A history of expenditures and proposed budget for the program
- Historical and projected revenues the program will generate
- Historical and projected funding sources for the program
- Information documenting the achievement of program goals and contributions to the City goals
- An assessment by the Administration of the relative importance of the program in achieving each City Goal

## Performance Indicators

- Budget updates and interim reports that include actual FTEs, expenditures, and updated information on contributions to City Goals.
- Provo 360 implementation that it is capable of producing the necessary reports

<p>2016 Council Priority</p> <h1>Housing</h1>			
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Family Safe City Faith Education	Sense of Community Business and Economic Vitality Responsible Government Healthy, Inviting Environment		

## Priority

Encourage a Healthy Mix of **Housing**

## Relationship to Core Values and Goals

Many residents in Provo enjoy living in the area that they have chosen. Many desire to stay in the area, even if their housing needs change. Many desire that their children have options to live nearby. Provo needs to offer housing options that reflect the public's desires and needs, in quantity, quality, and variety, and spread throughout our communities in order to support families, long-lasting communities, and improved safety.


## Desired Outcomes

- Sufficient housing for people desiring to live in Provo in the housing type they desire.
- Ability for residents to stay in the area they want to live, even as their housing needs change.
- A mixture of housing types throughout the community, while respecting the unique character of the various areas of the City
- Reduced pressure on single family housing to be used as short-term housing
- More affordable family housingAppropriate distribution/balance of housing types within neighborhoods, citywide, and regionally
- Life-cycle housing within neighborhoods
- Workforce housing, jobs housing balance
- Unfilled housing markets (post-college single housing equation, possibly others)The increasing or decreasing affordable housing options within the communityAchieve the outcomes articulated by the General Plan and in Vision 2030 Goals 1.5, 2.1, 2.3, 5.3

## Performance Indicators

- Increased average tenure of Provo residents

- Diversification of household income within neighborhoods
- Increased number of family households in neighborhoods originally built for family-occupancy
- Reduced student turnover at local elementary schools.
- Healthier mix of long and short term residents citywide and countywide
- More affordable housing options
- Demographic maps showing a better dispersal of housing types
- Resident satisfaction surveyIncrease in the range of affordable housing options for all income groups

<p>2016 Council Priority</p> <p><b>Structured Policy</b></p>			
<p><b>Core Values of Provo</b></p> <p>as listed in Vision 2030</p> <table border="1" data-bbox="191 453 873 621"> <tr> <td data-bbox="191 453 451 621"> Family Safe City Faith Education </td><td data-bbox="451 453 873 621"> Sense of Community Business and Economic Vitality Responsible Government Healthy, Inviting Environment </td></tr> </table>	Family Safe City Faith Education	Sense of Community Business and Economic Vitality Responsible Government Healthy, Inviting Environment	<p><b>City Council Goals</b></p> <p>The 2016 Provo City Council will focus on the following four areas:</p> <ul style="list-style-type: none"> <li>• Vibrant Community</li> <li>• Healthy Environment</li> <li>• Thriving Commerce</li> <li>• Responsible Government</li> </ul>
Family Safe City Faith Education	Sense of Community Business and Economic Vitality Responsible Government Healthy, Inviting Environment		

## Priority


Clearly define City Policy and where it is found

## Relationship to Core Values and Goals

What is the difference between budget intent statements, intent statements, legislative intent statements, priorities, directives, resolutions, ordinances, etc? Which ones are mentioned in state statute, city code, or the Council handbook? When the Council adopts each of these, for how long is it in effect? Is there a single repository of the active policies established by the Council? The Council sets the policy for the City. In order to be effective and efficient, it must be clear, concise, and organized.

## Desired Outcomes

- Clear understanding of policy instruments, including terminology
- Clearly defined locations of City policy
- Clear understanding of what policies are still active
- Sensible structure to City Policy
- Clean up of City Code

<p style="text-align: center;"><b>2016 Council Priority</b>  <b>West Side Development</b></p>			
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Family Safe City Faith Education	Sense of Community Business and Economic Vitality Responsible Government Healthy, Inviting Environment		

## Priority


Plan for **West Side Development**

## Relationship to Core Values and Goals

The area of Provo that is west of the freeway includes the only large tract of developable land left in Provo. A master plan needs to be developed for Provo's west side that will ensure that growth will occur in an organized, thoughtful way with a well-balanced mix of housing and business. Proper development of the west side will allow for a vibrant and sustainable area which provides a high quality of life for current and future residents.

## Desired Outcomes

- A well-balanced mix of housing and business
- Walkable neighborhoods
- A mix of desirable housing options that makes Provo an attractive place to raise a family, start a business, or retire
- Connectivity
- Establish clear policy related to green space, agriculture, and parks

<p align="center"><b>2016 Council Priority</b> <b>Public Engagement</b></p>			
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Family Safe City Faith Education	Sense of Community Business and Economic Vitality Responsible Government Healthy, Inviting Environment		

## Priority

Encourage **Public Engagement** with the Council.

## Relationship to Core Values and Goals

A responsible government for Provo City must understand the needs, will, and desire of the residents. This can be done by reaching out to groups that have not traditionally engaged with the Council in the past, utilizing tools to more conveniently communicate with the public, and ensuring that Council policies and practices encourage stakeholders to engage earlier and to be more informed.

## Desired Outcomes

- Improved engagement with students, businesses, HOAs, and landlords
- Technological tools which make the Council more accessible to Provo citizens
- Council policies and practices which encourage and enable interested stakeholders to learn about, follow, and engage in issues that the Council is addressing

## Performance Indicators

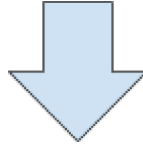
- Satisfaction surveys among the public as a whole and in specific target groups
- Level of engagement, as measured by an increase in feedback, comments, and questions, as well as analytic measures from social media and other communication tools
- Reduced response time for inquires and requests for information from the Council



# Provo City Vision 2030 Core Values

- Family
- Community
- Education
- Faith
- Safe City
- Responsible Government
- Business and Economic Vitality
- Healthy, Inviting Environment

***INFORMATION ONLY***



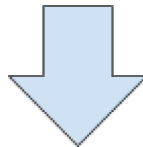
## Provo Council Values

Healthy  
Environment

Responsible  
Government

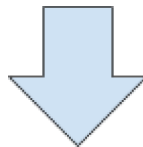
Vibrant  
Community

Thriving Commerce




## Priorities and Desired Outcomes

See Priority Sheets



## Strategies

Partner with the City Administration to develop budgets and programs. (To be developed)

<p>2016 Council Priority</p> <h1>Zoning Compliance</h1>									
<p>Core Values of Provo as listed in Vision 2030</p> <table> <tr> <td>Family</td><td>Sense of Community</td></tr> <tr> <td>Safe City</td><td>Business and Economic Vitality</td></tr> <tr> <td>Faith</td><td>Responsible Government</td></tr> <tr> <td>Education</td><td>Healthy, Inviting Environment</td></tr> </table>	Family	Sense of Community	Safe City	Business and Economic Vitality	Faith	Responsible Government	Education	Healthy, Inviting Environment	<p>City Council Goals</p> <p>The 2016 Provo City Council will focus on the following four areas:</p> <ul style="list-style-type: none"> <li>• Vibrant Community</li> <li>• Healthy Environment</li> <li>• Thriving Commerce</li> <li>• Responsible Government</li> </ul>
Family	Sense of Community								
Safe City	Business and Economic Vitality								
Faith	Responsible Government								
Education	Healthy, Inviting Environment								

## Priority

To increase zoning compliance in the City of Provo

## Relationship to Core Values and Goals


Zoning is the orderly way that the community agrees to live together. Through their representatives, residents decide what land uses are acceptable in various parts of the City. Good zoning ordinances and compliance protects the enjoyment of private property rights, and gives residents and business owners confidence to invest their time and money in their property. Good zoning compliance protects family neighborhoods, discourages crime, promotes commerce, helps establish a healthy, inviting environment, and supports a vibrant community which affects our institutions like schools and churches.

## Desired Outcomes

- Reduced negative impacts from zoning non-compliance. (e.g. fewer areas with parking problems)
- Viable and stable areas for family housing, where people live for generations.
- Closing of loop-holes that allow non-compliance.
- Resident satisfaction with zoning ordinances and enforcement.
- Improved physical environment.
- Enforcement that responds effectively to complaints in a timely manner.
- Community that respects the rule of law.
- Achieve the outcomes articulated in Vision 2030 [Goals as follows: Goal 1.6, Goal 5.3](#)
- More affordable housing for families, because home values are not hyper-inflated due to over-occupancy
- Zoning which better reflects the wishes of the market
- Residents and businesses are confident to invest time and money in Provo
- Removal of financial incentives to ignore zoning regulations


## Performance Indicators

- Decreased zoning complaints (but not because people have given up).
- Reduced time to resolve complaints.
- Improved resident and business satisfaction with zoning.
- Increased resident satisfaction on issues caused by zoning non-conformance (e.g. on-street parking congestion).

<p>2016 Council Priority</p> <h2>Development Approval Process</h2>									
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## ~~2016 Council Priority~~ ~~Development~~ ~~Approval Process~~



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Safe City	<del>Business and Economic Vitality</del>								
Faith	<del>Responsible Government</del>								
Education	<del>Healthy, Inviting Environment</del>								

### Priority

Improve the development approval process.

### Relationship to Core Values and Goals

The built environment of a city affects the way residents and visitors interact, it affects the vibrancy of the community, provides good housing options for families, and supports our commerce. Our core value of having a healthy, inviting environment refers to, in part, our built environment. Provo


depends on developers to create and evolve our built environment. A efficient and effective development approval process can attract high quality developments and partners in achieving our vision as well as protect Provo and her residents from low quality developments and developments that do not lead us closer to realizing our vision.

## Desired Outcomes

- A process which quickly approves high quality proposals that align with the City's vision and quickly denies other proposals and is robust enough to differentiate between both types.
- A process which encourages citizen involvement.
- A process which is predictable for developers, residents, and staff.
- A process which only asks of developers what is pertinent to evaluate the proposal.
- A pre-Council process which the Council has faith in.

## Performance Indicators

- Reduced time to decision
- Reduced Council decisions conflicting with Staff and/or Commission opinions
- Reduced **resident and** developer frustration
- ~~Reduced resident frustration~~
- Reduced denials by the Council (because poor proposals are weeded out and developers don't have hope that the Council might approve them anyway).
- Increased commercial property taxes **and sales taxes\***~~Increased sales taxes~~

<p>2016 Council Priority</p> <h1>General Plan Update</h1>									
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Family	Sense of Community								
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## Priority

Update the General Plan.

## Relationship to Values and Goals

The General Plan is a general, comprehensive, long-range statement of goals and related policies to guide future growth and development of the City. It seeks to coordinate all the interrelated systems of the City and all properties within the City and acts as a guide, establishing policies and procedures for growth, development, conservation, and location of various land use activities. Policies are based on an analysis of the population being served, the physical conditions of the land, the adequacy of public facilities, and the compatibility of land use. City Code calls for the General Plan to be updated every five years, and this update is now a year overdue. How does a quality, up-to-date General Plan affect our Goals?

## Desired Outcomes

- A plan for how Provo accommodate population growth.
- To have a better understanding of the interaction between the General Plan and Vision 2030
- Incorporate important elements from all the codified plans that would influence the General Plan
- Clarity/Checklist from the General Plan and Vision 2030 that must be looked at and complied with as part of a project
- Plan with the budget in mind
- Buy-in from public

## Performance Indicators

- Public Satisfaction
- Level of public involvement in the process
- Adequate housing supply
- Business growth

## 2016 Council Priority Economic Development



### Core Values of Provo as listed in Vision 2030

Family	Sense of Community
Safe City	Business and Economic Vitality
Faith	Responsible Government
Education	Healthy, Inviting Environment

### City Council Goals

The 2016 Provo City Council will focus on the following four areas:

- Vibrant Community
- Healthy Environment
- Thriving Commerce
- Responsible Government

## ~~2016 Council Priority~~ ~~Economic~~ ~~Development~~



### ~~Core Values of Provo~~

~~as listed in Vision 2030~~

<del>Family</del>	<del>Sense of Community</del>
<del>Safe City</del>	<del>Business and Economic Vitality</del>
<del>Faith</del>	<del>Responsible Government</del>
<del>Education</del>	<del>Healthy, Inviting Environment</del>



~~The City Council are to foster:~~

- ~~Vibrant Community~~
- ~~Healthy Environment~~
- ~~Thriving Commerce~~
- ~~Responsible Government~~

## Priority

To support economic development and remove barriers

## Relationship to Core Values and Goals

A strong economy provides stable jobs which support families, the community, and provide opportunities for all residents. Vibrant commercial and retail centers provide an inviting environment for gatherings and community interactions. Strong retail provides convenient and competitive access to goods for residents. Healthy commerce helps fund city services through property taxes and well-used retail adds sales taxes to city coffers to keep our government fiscally sound and fund our public education system.


## Desired Outcomes

- \*Stable jobs

- \*Suitable retail where our residents want to shop in order to retain our own sales tax dollars, \*Broader retail offerings, \*Rejuvenated Mall, \*Vibrant downtown
- \*Healthy supply of job offerings to a wide spectrum of social classes
- \*Attractive retail offerings that don't compromise the planning/design elements that make Provo City unique
- \*Achieve the outcomes articulated in Vision 2030 Goals as follows: Goal 2.4, Goal 2.5, Goal 3.4, Goal 4.4, Goal 5.2, Goal 5.4, Goal 9.1, Goal 9.2, Goal 9.3, Goal 9.4, Goal 9.6, Goal 9.7

## Performance Indicators

- Ability to buy a soccer ball in the City limits
- More foot traffic/vibrancy in retail/commercial areas
- Increased tax revenues from commercial property tax/sales tax
- Occupancy of retail space
- Resident Satisfaction Survey
- Retail leakage study

<div> <div>2016 Council Priority Budgeting to Priorities</div>  </div>	
<div>Core Values of Provo as listed in Vision 2030</div> <div> <div>Family</div> <div>Safe City</div> <div>Faith</div> <div>Education</div> </div> <div> <div>Sense of Community</div> <div>Business and Economic Vitality</div> <div>Responsible Government</div> <div>Healthy, Inviting Environment</div> </div>	<div>City Council Goals</div> <div>The 2016 Provo City Council will focus on the following four areas:</div> <ul style="list-style-type: none"> <li>• Vibrant Community</li> <li>• Healthy Environment</li> <li>• Thriving Commerce</li> <li>• Responsible Government</li> </ul>

# 2016 Council Priority Budgeting to Priorities



Core Values of Provo as listed in Vision 2030		City Council
Family	Sense of Community	The Council are: <ul style="list-style-type: none"> <li>• Vibrant Community</li> <li>• Healthy Environment</li> <li>• Thriving Commerce</li> <li>• Responsible Government</li> </ul>
Safe City	Business and Economic Vitality	
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## Council Goal

### Responsible Government

- **Structurally Balanced Budget Initiative** While ensuring that annual budgets are balanced, strive also to balance projected long term revenues and expenditures.
- **V2030 Goal 14.1** Make local government as transparent and as easy to access as possible by citizens.
- **Sound Infrastructure** Adequate and reliable infrastructure.
- **Budget** Approved budgets that are clearly tied to long term City goals.
- **Responsiveness** Responsive to citizen's desires
- 

## Priority

An approved budget that shows how all city programs are viewed in terms of their contribution to one of the four City Council Goals.

## Relationship to Core Values and Goals

A responsible government should be transparent and accessible by citizens, create and maintain balanced and sustainable financial plans and government budgets that keep taxes and utility fair and competitive while still maintaining quality services and cost-effective management of our community's infrastructure. Priority-based budgeting is a way for local governments to spend within their means by continuously focusing on the results most relevant to their communities and the programs that influence those results to the highest possible degree. Approved budgets should be clearly tied to long-term City goals. Achieve the outcomes articulated in Vision 2030 as follows: Goal 14.1, Goal 14.2  
Achieve the outcomes articulated in the Council Budget Intent Statements (Adopted August 4, 2015) as follows:



~~Structurally Balanced Budget Initiative—While ensuring that annual budgets are balanced, strive also to balance projected long-term revenues and expenditures.~~

~~General Fund Capital Maintenance Funding—The City should define an appropriate level of capital maintenance funding for all city facilities.~~

~~Framework for Fee Structure and Evaluation of Fees—To the extent feasible, the City should strive to have each service paid for by the beneficiaries of the service.~~


## Desired Outcomes

In order to achieve this priority, we want to see a budget in the following format:

- A description of programs and their intended function
- A description of how the program furthers city goals
- The actual FTE personnel dedicated to the program in the past, the current FTE personnel and proposed FTE's for the next budget cycle
- A history of expenditures and proposed budget for the program
- Historical and projected revenues the program will generate
- Historical and projected funding sources for the program
- Information documenting the achievement of program goals and contributions to the city goals
- An assessment by the Administration of the relative importance of the program in achieving each city goal

## Performance Indicators


- Budget updates and interim reports that include actual FTE's, expenditures and updated information on contributions to city goals.
- 
- When initiating Provo 360 software that it is capable of producing the necessary reports

<div> <div>2016 Council Priority</div> <div>Housing</div> </div> <div>  </div>	
<div>Core Values of Provo</div> <div>as listed in Vision 2030</div> <div> <div>Family</div> <div>Safe City</div> <div>Faith</div> <div>Education</div> </div> <div> <div>Sense of Community</div> <div>Business and Economic Vitality</div> <div>Responsible Government</div> <div>Healthy, Inviting Environment</div> </div>	<div>City Council Goals</div> <div>The 2016 Provo City Council will focus on the following four areas:</div> <div> <ul style="list-style-type: none"> <li>• Vibrant Community</li> <li>• Healthy Environment</li> <li>• Thriving Commerce</li> <li>• Responsible Government</li> </ul> </div>

2016 Council Priority

Housing



<div> <div>2016 Council Priority</div> <div>Housing</div> </div> <div>  </div>	
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## Priority

Encourage housing of different types to support residents in different life stages.

## Relationship to Core Values and Goals

Many residents in Provo enjoy living in the area that they have chosen. Many desire to stay in the area, even if their housing needs change. Many desire that their children have options to live nearby. Provo needs to offer housing options that reflect the public's desires and needs, in quantity, quality, and variety, and spread throughout our communities in order to support families, long-lasting communities, and improved safety. These vibrant communities encourage local commerce.

## Desired Outcomes

- \*Sufficient housing for people desiring to live in Provo in the housing type they desire.
- \*Ability for residents to stay in the area they want to live even as their housing needs change.


- \*Mixture of housing types throughout the community while respecting the unique character of the different areas of the City.
- \*Reduced pressure on single family housing to be used as short-term housing.
- \*More affordable family housing.

To have been provided sufficient information regarding to determine more specific outcome statements relative to:

- Appropriate distribution/balance of housing types within neighborhoods, city-wide, and regionally
- Life-cycle housing within neighborhoods
- Workforce housing, jobs housing balance
- Unfilled housing markets (post-college single housing equation, possibly others)
- The increasing or decreasing affordable housing options within the community
- 
- Achieve the outcomes articulated by the General Plan and in Vision 2030 Goals as follows: Goal 1.5, Goal 2.1, Goal 2.3, Goal 5.3

## Performance Indicators

- Increased average tenure of Provo residents.
- Increased number and diversification of household income ranges within neighborhoods.
- Increased number of family households in neighborhoods originally built for family-occupancy
- Increased long-term student enrollment at local elementary schools.
- Decreased rental tenure city-wide and increased ratio of rental tenure county-wide.
- More affordable housing options
- Demographic maps showing a better dispersal of housing types
- Resident satisfaction survey
- Increase in the range of affordable housing options for all income groups.

<p>2016 Council Priority</p> <h2>Structured Policy</h2>									
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## Priority

Clearly define City Policy and where it is found.


## Relationship to Core Values and Goals

What is the difference between budget intent statements, intent statements, legislative intent statements, priorities, directives, resolutions, ordinances, etc? Which ones are mentioned in state statute, city code, or the Council handbook? When the Council adopts each of these, for how long is it effective? Is there a single repository of the active policies established by the Council? The Council sets the policy for the City. In order to be effective and efficient, it must be clear, concise, and organized.

## Desired Outcomes

- Clear understanding of policy instruments, including terminology.
- Clearly defined locations of City policy.
- Clear understanding of what policies are still active.
- Sensible structure to City Policy
- Clean up of City Code

## Performance Indicators

<p>2016 Council Priority</p> <h1>West Side Plan</h1>									
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Family	Sense of Community								
Safe City	Business and Economic Vitality								
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Education	Healthy, Inviting Environment								

## Priority


Develop a vision and a master plan for Provo's west side.

## Relationship to Core Values and Goals

The area of Provo that is west of the freeway includes the only large tract of developable land left in Provo. Residents of the area are concerned about controlling growth and preserving agricultural land. A master plan needs to be developed for Provo's west side that will establish clear policy on agriculture and green space while also ensuring a well-balanced mix of housing and business.

## Desired Outcomes

- A well-balanced mix of housing and business
- Walkable neighborhoods
- A mix of desirable housing options that makes Provo an attractive place to raise a family, start a business, or retire
- Connectivity
- Establish clear policy related to green space, agriculture, and parks

<p>2016 Council Priority</p> <h2>Public Engagement</h2>									
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Faith	Responsible Government								
Education	Healthy, Inviting Environment								

### Priority

Facilitate public participation with the Council.

### Relationship to Core Values and Goals

A responsible government for Provo City must understand the needs, will, and desire of the residents. This can be done by reaching out to groups that have not traditionally engaged with the Council in the past, utilizing tools to more conveniently communicate with the public, and ensuring that Council policies and practices encourage stakeholders to engage earlier and to be more informed.

### Desired Outcomes

- Improved engagement with students, businesses, HOAs, and landlords.
- Technological tools which make the Council more accessible to Provo citizens.
- Council policies and practices which encourage and enable interested stakeholders to learn about, follow, and engage in issues that the Council is addressing.

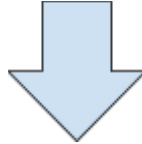
### Performance Indicators

- Satisfaction surveys among the public as a whole and in specific target groups.
- Level of engagement, as measured by an increase in feedback, comments, and questions, as well as analytic measures from social media and other communication tools.
- Reduced response time for inquires and requests for information from the Council.

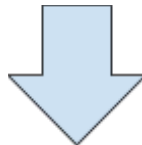
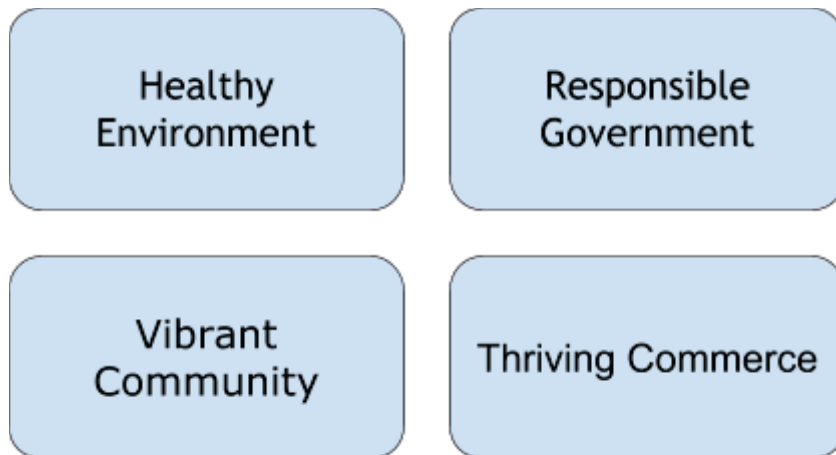
# Provo City Vision 2030 Core Values

**DRAFT**

- Family
- Community
- Education
- Faith
- Safe City
- Responsible Government
- Business and Economic Vitality
- Healthy, Inviting Environment

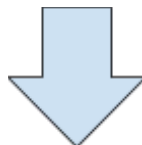


## Provo Council Values




## Priorities and Desired Outcomes

See Priority Sheets



## Strategies

Partner with the City Administration to develop budgets and programs. (To be developed)

<p>2016 Council Priority</p> <h2>Zoning Compliance</h2>									
<p><b>Core Values of Provo</b> as listed in Vision 2030</p> <table border="0"> <tr> <td>Family</td><td>Sense of Community</td></tr> <tr> <td>Safe City</td><td>Business and Economic Vitality</td></tr> <tr> <td>Faith</td><td>Responsible Government</td></tr> <tr> <td>Education</td><td>Healthy, Inviting Environment</td></tr> </table>	Family	Sense of Community	Safe City	Business and Economic Vitality	Faith	Responsible Government	Education	Healthy, Inviting Environment	<p><b>City Council Goals</b> The 2016 Provo City Council will focus on the following four areas:</p> <ul style="list-style-type: none"> <li>• Vibrant Community</li> <li>• Healthy Environment</li> <li>• Thriving Commerce</li> <li>• Responsible Government</li> </ul>
Family	Sense of Community								
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## Priority

**To increase zoning compliance in the City of Provo**

## Relationship to Core Values and Goals

Zoning is the orderly way that the community agrees to live together. Through their representatives, residents decide what land uses are acceptable in various parts of the City. Good zoning ordinances and compliance protects the enjoyment of private property rights, and gives residents and business owners confidence to invest their time and money in their property. Good zoning compliance protects family neighborhoods, discourages crime, promotes commerce, helps establish a healthy, inviting environment, and supports a vibrant community which affects our institutions like schools and churches.


## Desired Outcomes

- Reduced negative impacts from zoning non-compliance. (e.g. fewer areas with parking problems)
- Viable and stable areas for family housing, where people live for generations.
- Closing of loop-holes that allow non-compliance.
- Resident satisfaction with zoning ordinances and enforcement.
- Improved physical environment.
- Enforcement that responds effectively to complaints in a timely manner.
- Community that respects the rule of law.
- Achieve the outcomes articulated in Vision 2030 Goals 1.6, 5.3
- More affordable housing for families, because home values are not hyper-inflated due to over-occupancy
- Zoning which better reflects the wishes of the market
- Residents and businesses are confident to invest time and money in Provo
- Removal of financial incentives to ignore zoning regulations

## Performance Indicators

- Decreased zoning complaints (but not because people have given up).
- Reduced time to resolve complaints.
- Improved resident and business satisfaction with zoning.
- Increased resident satisfaction on issues caused by zoning non-conformance (e.g. on-street parking congestion).



<p>2016 Council Priority</p> <h1>Development Approval Process</h1>									
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## Priority

Improve the development approval process.

## Relationship to Core Values and Goals


The built environment of a city affects the way residents and visitors interact, it affects the vibrancy of the community, provides good housing options for families, and supports our commerce. Our core value of having a healthy, inviting environment refers to, in part, our built environment. Provo depends on developers to create and evolve our built environment. A efficient and effective development approval process can attract high quality developments and partners in achieving our vision as well as protect Provo and her residents from low quality developments and developments that do not lead us closer to realizing our vision.

## Desired Outcomes

- A process which quickly approves high quality proposals that align with the City's vision and quickly denies other proposals and is robust enough to differentiate between both types.
- A process which encourages citizen involvement.
- A process which is predictable for developers, residents, and staff.
- A process which only asks of developers what is pertinent to evaluate the proposal.
- A pre-Council process which the Council has faith in.

## Performance Indicators

- Reduced time to decision
- Reduced Council decisions conflicting with Staff and/or Commission opinions
- Reduced resident and developer frustration
- Reduced denials by the Council (because poor proposals are weeded out and developers don't have hope that the Council might approve them anyway).
- Increased commercial property taxes and sales taxes

<p>2016 Council Priority</p> <h1>General Plan Update</h1>									
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## Priority

Update the General Plan.

## Relationship to Values and Goals


The General Plan is a general, comprehensive, long-range statement of goals and related policies to guide future growth and development of the City. It seeks to coordinate all the interrelated systems of the City and all properties within the City and acts as a guide, establishing policies and procedures for growth, development, conservation, and location of various land use activities. Policies are based on an analysis of the population being served, the physical conditions of the land, the adequacy of public facilities, and the compatibility of land use. City Code calls for the General Plan to be updated every five years, and this update is now a year overdue. How does a quality, up-to-date General Plan affect our Goals?

## Desired Outcomes

- A plan for how Provo accommodate population growth.
- To have a better understanding of the interaction between the General Plan and Vision 2030
- Incorporate important elements from all the codified plans that would influence the General Plan
- Clarity/Checklist from the General Plan and Vision 2030 that must be looked at and complied with as part of a project
- Plan with the budget in mind
- Buy-in from public

## Performance Indicators

- Public Satisfaction
- Level of public involvement in the process
- Adequate housing supply
- Business growth

<p>2016 Council Priority</p> <h1>Economic Development</h1>									
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## Priority

To support economic development and remove barriers

## Relationship to Core Values and Goals


A strong economy provides stable jobs which support families, the community, and provide opportunities for all residents. Vibrant commercial and retail centers provide an inviting environment for gatherings and community interactions. Strong retail provides convenient and competitive access to goods for residents. Healthy commerce helps fund city services through property taxes and well-used retail adds sales taxes to city coffers to keep our government fiscally sound and fund our public education system.

## Desired Outcomes

- Stable jobs
- Suitable retail where our residents want to shop in order to retain our own sales tax dollars, Broader retail offerings, Rejuvenated Mall, Vibrant downtown
- Healthy supply of job offerings to a wide spectrum of social classes
- Attractive retail offerings that don't compromise the planning/design elements that make Provo City unique
- Achieve the outcomes articulated in Vision 2030 Goals 2.4, 2.5, 3.4, 4.4, 5.2, 5.4, 9.1, 9.2, 9.3, 9.4, 9.6, 9.7

## Performance Indicators

- Ability to buy a soccer ball in the City limits
- More foot traffic/vibrancy in retail/commercial areas
- Increased tax revenues from commercial property tax/sales tax
- Occupancy of retail space
- Resident Satisfaction Survey
- Retail leakage study

<p>2016 Council Priority</p> <h2>Budgeting to Priorities</h2>									
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## Priority

An approved budget that shows how all city programs are viewed in terms of their contribution to one of the four City Council Goals.

## Relationship to Core Values and Goals

A responsible government should be transparent and accessible by citizens, create and maintain balanced and sustainable financial plans and government budgets that keep taxes and utility fair and competitive while still maintaining quality services and cost-effective management of our community's infrastructure. Priority-based budgeting is a way for local governments to spend within their means by continuously focusing on the results most relevant to their communities and the programs that influence those results to the highest possible degree. Approved budgets should be clearly tied to long-term City goals.


## Desired Outcomes

In order to achieve this priority, we want to see a budget in the following format:

- A description of programs and their intended function
- A description of how the program furthers city goals
- The actual FTE personnel dedicated to the program in the past, the current FTE personnel and proposed FTE's for the next budget cycle
- A history of expenditures and proposed budget for the program
- Historical and projected revenues the program will generate
- Historical and projected funding sources for the program
- Information documenting the achievement of program goals and contributions to the city goals
- An assessment by the Administration of the relative importance of the program in achieving each city goal

## Performance Indicators

- Budget updates and interim reports that include actual FTE's, expenditures and updated information on contributions to city goals.
- When initiating Provo 360 software that it is capable of producing the necessary reports

<p>2016 Council Priority</p> <h2>Housing</h2>									
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## Priority

Encourage housing of different types to support residents in different life stages.

## Relationship to Core Values and Goals

Many residents in Provo enjoy living in the area that they have chosen. Many desire to stay in the area, even if their housing needs change. Many desire that their children have options to live nearby. Provo needs to offer housing options that reflect the public's desires and needs, in quantity, quality, and variety, and spread throughout our communities in order to support families, long-lasting communities, and improved safety. These vibrant communities encourage local commerce.

## Desired Outcomes

- Sufficient housing for people desiring to live in Provo in the housing type they desire.
- Ability for residents to stay in the area they want to live even as their housing needs change.
- Mixture of housing types throughout the community while respecting the unique character of the different areas of the City.
- Reduced pressure on single family housing to be used as short-term housing.
- More affordable family housing.


To have been provided sufficient information regarding to determine more specific outcome statements relative to:

- Appropriate distribution/balance of housing types within neighborhoods, city-wide, and regionally
- Life-cycle housing within neighborhoods
- Workforce housing, jobs housing balance
- Unfilled housing markets (post-college single housing equation, possibly others)
- The increasing or decreasing affordable housing options within the community
- Achieve the outcomes articulated by the General Plan and in Vision 2030 Goals 1.5, 2.1, 2.3, 5.3

## Performance Indicators

- Increased average tenure of Provo residents.

- Increased number and diversification of household income ranges within neighborhoods.
- Increased number of family households in neighborhoods originally built for family-occupancy
- Increased long-term student enrollment at local elementary schools.
- Decreased rental tenure city-wide and increased ratio of rental tenure county-wide.
- More affordable housing options
- Demographic maps showing a better dispersal of housing types
- Resident satisfaction survey
- Increase in the range of affordable housing options for all income groups.

<p>2016 Council Priority</p> <h2>Structured Policy</h2>									
<h3>Core Values of Provo</h3> <p>as listed in Vision 2030</p> <table border="0"> <tr> <td>Family</td><td>Sense of Community</td></tr> <tr> <td>Safe City</td><td>Business and Economic Vitality</td></tr> <tr> <td>Faith</td><td>Responsible Government</td></tr> <tr> <td>Education</td><td>Healthy, Inviting Environment</td></tr> </table>	Family	Sense of Community	Safe City	Business and Economic Vitality	Faith	Responsible Government	Education	Healthy, Inviting Environment	<h3>City Council Goals</h3> <p>The goals of the 2016 Provo Municipal Council are to foster:</p> <ul style="list-style-type: none"> <li>• Vibrant Community</li> <li>• Healthy Environment</li> <li>• Thriving Commerce</li> <li>• Responsible Government</li> </ul>
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## Priority


Clearly define City Policy and where it is found.

## Relationship to Core Values and Goals

What is the difference between budget intent statements, intent statements, legislative intent statements, priorities, directives, resolutions, ordinances, etc? Which ones are mentioned in state statute, city code, or the Council handbook? When the Council adopts each of these, for how long is it effective? Is there a single repository of the active policies established by the Council? The Council sets the policy for the City. In order to be effective and efficient, it must be clear, concise, and organized.

## Desired Outcomes

- Clear understanding of policy instruments, including terminology.
- Clearly defined locations of City policy.
- Clear understanding of what policies are still active.
- Sensible structure to City Policy
- Clean up of City Code

<p>2016 Council Priority</p> <h1>West Side Plan</h1>									
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## Priority

Develop a vision and a master plan for Provo's west side.


## Relationship to Core Values and Goals

The area of Provo that is west of the freeway includes the only large tract of developable land left in Provo. Residents of the area are concerned about controlling growth and preserving agricultural land. A master plan needs to be developed for Provo's west side that will establish clear policy on agriculture and green space while also ensuring a well-balanced mix of housing and business.

## Desired Outcomes

- A well-balanced mix of housing and business
- Walkable neighborhoods
- A mix of desirable housing options that makes Provo an attractive place to raise a family, start a business, or retire
- Connectivity
- Establish clear policy related to green space, agriculture, and parks



<p>2016 Council Priority</p> <h2>Public Engagement</h2>									
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### Priority

Facilitate public participation with the Council.

### Relationship to Core Values and Goals

A responsible government for Provo City must understand the needs, will, and desire of the residents. This can be done by reaching out to groups that have not traditionally engaged with the Council in the past, utilizing tools to more conveniently communicate with the public, and ensuring that Council policies and practices encourage stakeholders to engage earlier and to be more informed.

### Desired Outcomes

- Improved engagement with students, businesses, HOAs, and landlords.
- Technological tools which make the Council more accessible to Provo citizens.
- Council policies and practices which encourage and enable interested stakeholders to learn about, follow, and engage in issues that the Council is addressing.

### Performance Indicators

- Satisfaction surveys among the public as a whole and in specific target groups.
- Level of engagement, as measured by an increase in feedback, comments, and questions, as well as analytic measures from social media and other communication tools.
- Reduced response time for inquiries and requests for information from the Council.

## 2016 City Council Goals

Based on the principles and values laid out in the City's General Plan and the Vision 2030 document, the 2016 Provo City Council will focus on the following four areas:


Vibrant Community	Thriving Commerce
Healthy Environment	Responsible Government

## 2016 City Council Priorities

Based on the 2016 City Council Goals, the Council has set the following nine priorities to be addressed this year:

- Increase **Zoning Compliance**
- Improve the **Development Approval Process**
  - Update the **General Plan**
  - Support **Economic Development**
- Structure **Budget** to Reflect City **Priorities**
  - Encourage a Healthy Mix of **Housing**
- Improve Clarity and Access to **City Policy**
  - Plan for **West-Side Development**
  - Encourage **Public Engagement**

Each Council Priority is described in more detail in the following Priority Sheets.

<p>2016 Council Priority</p> <h1>Zoning Compliance</h1>									
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## Priority

Increase **Zoning Compliance**

## Relationship to Core Values and Goals


Zoning is the orderly way that the community agrees to live together. Through their representatives, residents decide what land uses are acceptable in various parts of the City. Good zoning ordinances and compliance protects the enjoyment of private property rights, and gives residents and business owners confidence to invest their time and money in their property. Good zoning compliance protects family neighborhoods, discourages crime, promotes commerce, helps establish a healthy, inviting environment, and supports a vibrant community which affects our institutions like schools and churches.

## Desired Outcomes

- Reduced negative impacts from zoning non-compliance (e.g. fewer areas with parking problems)
- Viable and stable areas for family housing, where people live for generations
- Closing of loopholes that allow non-compliance
- Resident satisfaction with zoning ordinances and enforcement
- Improved physical environment
- Enforcement that responds effectively to complaints in a timely manner
- Community that respects the rule of law
- Achieve the outcomes articulated in Vision 2030 Goals 1.6, 5.3
- More affordable housing for families, because home values are not hyper-inflated due to over-occupancy
- Zoning which better reflects the wishes of the market
- Residents and businesses are confident to invest time and money in Provo
- Removal of financial incentives to ignore zoning regulations

## Performance Indicators

- Decreased zoning complaints (but not because people have given up)
- Reduced time to resolve complaints
- Improved resident and business satisfaction with zoning
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<p style="text-align: center;"><b>2016 Council Priority Development Approval Process</b></p>									
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## Priority

Improve the **Development Approval Process**

## Relationship to Core Values and Goals

The built environment of our city affects the way residents and visitors interact. It affects the vibrancy of the community, provides the housing options for families, and impacts our commerce. Our core value of having a healthy, inviting environment refers to, in part, our built environment. Provo depends on developers to create and evolve our built environment. An efficient and effective development approval process can attract high quality developments and partners in achieving our vision, as well as protect Provo and her residents from low quality developments and developments that do not lead us closer to realizing our vision.


## Desired Outcomes

- A process which quickly approves high quality proposals that align with the City's vision and quickly denies other proposals, and is robust enough to differentiate between both types
- A process which encourages citizen involvement
- A process which is predictable for developers, residents, and staff
- A process which only asks of developers what is pertinent to evaluate the proposal
- A pre-Council process which the Council has confidence in

## Performance Indicators

- Reduced time to decision
- Reduced Council decisions conflicting with Staff and/or Commission opinions
- Reduced resident and developer frustration
- Reduced denials by the Council (because poor proposals are weeded out and developers don't have hope that the Council might approve them anyway)
- Increased commercial property taxes and sales taxes



<p>2016 Council Priority</p> <h1>General Plan Update</h1>									
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## Priority

Update the **General Plan**

## Relationship to Values and Goals


The General Plan is a general, comprehensive, long-range statement of goals and related policies to guide future growth and development of the City. It seeks to coordinate all the interrelated systems of the City and all properties within the City and acts as a guide, establishing policies and procedures for growth, development, conservation, and location of various land use activities. Policies are based on an analysis of the population being served, the physical conditions of the land, the adequacy of public facilities, and the compatibility of land use. City Code calls for the General Plan to be updated every five years, and this update is now a year overdue.

## Desired Outcomes

- A Plan for how Provo will accommodate population growth
- Better alignment and distinction between the General Plan and Vision 2030
- A General Plan that supports and directs the other codified City plans
- A section containing implementation steps that will be tracked
- A Plan which is cognizant of budgetary realities
- A Plan which has buy-in from the public

## Performance Indicators

- Public satisfaction with the General Plan
- The level of public involvement in the process
- The enhancement of appropriate housing supply
- Business growth

<p>2016 Council Priority</p> <h1>Economic Development</h1>									
<p><b>Core Values of Provo</b> as listed in Vision 2030</p> <table> <tr> <td>Family</td><td>Sense of Community</td></tr> <tr> <td>Safe City</td><td>Business and Economic Vitality</td></tr> <tr> <td>Faith</td><td>Responsible Government</td></tr> <tr> <td>Education</td><td>Healthy, Inviting Environment</td></tr> </table>	Family	Sense of Community	Safe City	Business and Economic Vitality	Faith	Responsible Government	Education	Healthy, Inviting Environment	<p><b>City Council Goals</b> The 2016 Provo City Council will focus on the following four areas:</p> <ul style="list-style-type: none"> <li>• Vibrant Community</li> <li>• Healthy Environment</li> <li>• Thriving Commerce</li> <li>• Responsible Government</li> </ul>
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## Priority

Support **Economic Development**

## Relationship to Core Values and Goals


A strong economy provides stable jobs which support families, the community, and provides opportunities for all residents. Vibrant commercial and retail centers provide an inviting environment for gatherings and community interactions. Strong retail provides convenient and competitive access to goods for residents. Healthy commerce helps fund city services through property taxes and well-used retail adds sales taxes to city coffers to keep our government fiscally sound and fund our public education system.

## Desired Outcomes

- Stable jobs
- Suitable retail where our residents want to shop in order to retain our own sales tax dollars
- Broader retail offerings, including a rejuvenated Mall, and a vibrant downtown
- Healthy supply of job offerings to a wide spectrum of social classes
- A variety of attractive retail centers around the City with their own sense of place
- Commercial and retail development that respects the history of the area in which it is located
- Achieve the outcomes articulated in Vision 2030 Goals 2.4, 2.5, 3.4, 4.4, 5.2, 5.4, 9.1, 9.2, 9.3, 9.4, 9.6, 9.7

## Performance Indicators

- Ability to buy a soccer ball within the City limits
- More foot traffic/vibrancy in retail/commercial areas
- Increased tax revenues from commercial property tax and sales tax
- Improved occupancy of retail space
- Resident Satisfaction Survey
- Retail leakage study

<p>2016 Council Priority</p> <h2>Budget to Priorities</h2>									
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## Priority

Structure **Budget to Reflect City Priorities**

## Relationship to Core Values and Goals


A responsible government should be transparent and accessible by citizens while creating and maintaining balanced and sustainable financial plans and budgets. These financial plans and budgets should keep taxes and utility fees fair and competitive while still maintaining quality services and cost-effective management of infrastructure. Priority-based budgeting is a way for local governments to spend within their means by continuously focusing money on programs which achieve results that are most relevant to their communities. Approved budgets should clearly support the long-term City Goals.

## Desired Outcomes

- A budget in the following format:
  - A description of programs and their intended function
  - A description of how the program furthers city goals
  - The actual FTE of personnel dedicated to the program in the past, the current FTE, and the proposed FTE for the next budget cycle
  - A history of expenditures and proposed budget for the program
  - Historical and projected revenues the program will generate
  - Historical and projected funding sources for the program
  - Information documenting the achievement of program goals and contributions to the city goals
  - An assessment by the Administration of the relative importance of the program in achieving each City Goal

## Performance Indicators

- Budget updates and interim reports that include actual FTEs, expenditures, and updated information on contributions to City Goals
- Provo 360 implementation that it is capable of producing the necessary reports

<p>2016 Council Priority</p> <h2>Housing</h2>									
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## Priority

Encourage a Healthy Mix of **Housing**

## Relationship to Core Values and Goals

Many residents in Provo enjoy living in the area that they have chosen. Many desire to stay in the area, even if their housing needs change. Many desire that their children have options to live nearby. Provo needs to offer housing options that reflect the public's desires and needs, in quantity, quality, and variety, and spread throughout our communities in order to support families, long-lasting communities, and improved safety.

## Desired Outcomes


- Sufficient housing for people desiring to live in Provo in the housing type they desire
- Ability for residents to stay in the area in which they want to live, even as their housing needs change
- A mixture of housing types throughout the community, while respecting the unique character of the various areas of the City
- Reduced pressure on single family housing to be used as short-term housing
- More affordable family housing.
- Appropriate distribution/balance of housing types within neighborhoods, citywide, and regionally
- Life-cycle housing within neighborhoods
- Workforce housing, jobs housing balance
- Unfilled housing markets (post-college single housing equation, possibly others)
- Achieve the outcomes articulated by the General Plan and in Vision 2030 Goals 1.5, 2.1, 2.3, 5.3

## Performance Indicators

- Increased average tenure of Provo residents.
- Diversification of household income within neighborhoods
- Increased number of family households in neighborhoods originally built for family-occupancy
- Reduced student turnover at local elementary schools
- Healthier mix of long and short term residents City-wide and Countywide
- More affordable housing options



- Demographic maps showing a better dispersal of housing types
- Resident satisfaction survey
- Increase in the range of affordable housing options for all income groups

<p>2016 Council Priority</p> <h2>Structured Policy</h2>									
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## Priority


Clearly define City Policy and where it is found.

## Relationship to Core Values and Goals

What is the difference between budget intent statements, intent statements, legislative intent statements, priorities, directives, resolutions, ordinances, etc? Which ones are mentioned in state statute, city code, or the Council handbook? When the Council adopts each of these, for how long is it in effect? Is there a single repository of the active policies established by the Council? The Council sets the policy for the City. In order to be effective and efficient, it must be clear, concise, and organized.

## Desired Outcomes

- Clear understanding of policy instruments, including terminology
- Clearly defined locations of City policy
- Clear understanding of what policies are still active
- Sensible structure to City Policy
- Clean up of City Code

<p>2016 Council Priority</p> <h1>West Side Development</h1>									
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## Priority


Plan for **West Side Development**

## Relationship to Core Values and Goals

The area of Provo that is west of the freeway includes the only large tract of developable land left in Provo. A master plan needs to be developed for Provo's west side that will ensure that growth will occur in an organized, thoughtful way with a well-balanced mix of housing and business. Proper development of the west side will allow for a vibrant and sustainable area which provides a high quality of life for current and future residents.

## Desired Outcomes

- A well-balanced mix of housing and business
- Walkable neighborhoods
- A mix of desirable housing options that makes Provo an attractive place to raise a family, start a business, or retire
- Connectivity
- Establish clear policy related to green space, agriculture, and parks

<p>2016 Council Priority</p> <h2>Public Engagement</h2>									
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### Priority

Encourage **Public Engagement** with the Council.

### Relationship to Core Values and Goals

A responsible government for Provo City must understand the needs, will, and desire of the residents. This can be done by reaching out to groups that have not traditionally engaged with the Council in the past, utilizing tools to more conveniently communicate with the public, and ensuring that Council policies and practices encourage stakeholders to engage earlier and to be more informed.

### Desired Outcomes

- Improved engagement with students, businesses, HOAs, and landlords
- Technological tools which make the Council more accessible to Provo citizens
- Council policies and practices which encourage and enable interested stakeholders to learn about, follow, and engage in issues that the Council is addressing

### Performance Indicators

- Satisfaction surveys among the public as a whole and in specific target groups.
- Level of engagement, as measured by an increase in feedback, comments, and questions, as well as analytic measures from social media and other communication tools
- Reduced response time for inquires and requests for information from the Council